

Step 1, Workload

Waco VAMC

Alternate # 1					Short description: Inpatient psych to be transferred to Temple and to Austin. Austin will have 30 beds of acute inpt psych. Temple will have remaining acute inpt psych and chronic inpt psych. Blind Rehab Ctr will move to Temple as well as 33 NHCU beds. The remainder of the NHCU beds will be placed into community nursing home beds. Inpt PR RTP (FY01 5 beds; projected to 84 beds in FY04) will be located in Temple. Outpt workload to be relocated to a large CBOC located to serve both Waco and Marlin veteran populations. Ancillary/Diagnostics workload was distributed between Temple, Austin and Waco/Marlin CBOC.			
Waco - Workload or Space Category	2001 Wkld (ADC for IP)	2001 Baseline Wkld (beds, stops)	2012 Projected Wkld (beds, stops)	2022 Projected Wkld (beds, stops)	% to be transferred	Year to begin transfer	Receiving Facility Name	Receiving Facility % contracted out
Inpatient Medicine								
Inpatient Surgery								
Inpatient Psych	210	247	245	236	87.75%	2004	Temple	0
					12.25%	2004	Austin	0
Inpatient Dom								
Inpatient NHCU	67	82	82	82	100%	2004	Temple	51%
Inpatient PR RTP	5	5	5	5	100%	2004	Temple	0
Inpatient SCI								
Inpatient BRC	15	15	13	14	100%	2004	Temple	0
Outpatient Primary Care	34,545	34,545	33,896	26,506	100%	2004	Waco/Marlin CBOC	0
Outpatient Specialty Care	14,386	14,386	28,369	23,895	100%	2004	Waco/Marlin CBOC	0
Outpatient Mental Health	24,848	24,848	22,219	17,135	100%	2004	Waco/Marlin CBOC	0
Ancillary & Diagnostics	60,015	60,015	38,841	33,809	50%	2004	Waco/Marlin CBOC	0
					45%	2004	Temple	0
					5%	2004	Austin	0
Research SPACE	N/A	N/A	N/A	N/A				
Admin SPACE	N/A	N/A	N/A	N/A				
Other SPACE	N/A	N/A	N/A	N/A				
Alternate # 2					Austin. Austin will have 30 beds of acute inpt psych. Temple will have remaining acute inpt psych and chronic inpt psych. Blind Rehab Ctr will move to Temple as well as 33 NHCU beds, the remaining NHCU beds will be placed in community nursing homes. Inpt PR RTP (FY01 5 beds; projected to 84 beds in FY04) will be located in Temple. Outpt workload to remain on Waco campus. Ancillary/Diagnostics workload was distributed between Temple, Austin and Waco.			
Workload or Space Category	Baseline Wkld	2001 Baseline Wkld (beds, stops)	2012 projected Wkld	2022 Projected Wkld	% to be transferred	Year to begin transfer	Receiving Facility Name	Receiving Facility % contracted out
Inpatient Medicine								
Inpatient Surgery								
Inpatient Psych	210	247	245	236	87.75%	2004	Temple	0
					12.25%	2004	Austin (30 beds)	0
Inpatient Dom								
Inpatient NHCU	67	82	82	82	49%	2004	Temple	51%
Inpatient PR RTP	5	5	5	5	100%	2004	Temple	0
Inpatient SCI								
Inpatient BRC	15	15	13	14	100%	2004	Temple	0
Outpatient Primary Care	34,545	34,545	33,896	26,506	0%		Keep at Waco	0
Outpatient Specialty Care	14,386	14,386	28,369	23,895	0%		Keep at Waco	0
Outpatient Mental Health	24,848	24,848	22,219	17,135	0%		Keep at Waco	0
Ancillary & Diagnostics	60,015	60,015	38,841	33,809	0%		Keep at Waco	0
					45%	2004	Temple	0
					5%	2004	Austin	0
Research SPACE	N/A		N/A	N/A				
Admin SPACE	N/A		N/A	N/A				
Other SPACE	N/A		N/A	N/A				

Step 2, Space

Alternate # 1	Receiving Facility Temple VAMC				
Vacant Space in 2022 =	151,379	EU out space in 2022 =	0	Outleased space in 2022 =	0
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych	103,856	103,856			
Inpatient Dom					
Inpatient NHCU	24,869		24,869		
Inpatient PR RTP	7,390		7,390		
Inpatient SCI					
Inpatient BRC	23,077	23,077			
Outpatient Primary Care					
Outpatient Specialty Care					
Outpatient Mental Health					
Ancillary & Diagnostics	9,722	9,722			
Research SPACE					
Admin SPACE					
Other SPACE					

Step 2, Space

Alternate # 1	Receiving Facility New Waco/Marlin CBOC				
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom					
Inpatient NHCU					
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	13,306			13,306	
Outpatient Specialty Care	26,213			26,213	
Outpatient Mental Health	9,441			9,441	
Ancillary & Diagnostics	10,802			10,802	
Research SPACE					
Admin SPACE					
Other SPACE					

Step 2, Space

Alternate # 1	Receiving Facility New Austin Inpatient/Specialty Facility				
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych	15,125	15,125			
Inpatient Dom					
Inpatient NHCU					
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care					
Outpatient Specialty Care					
Outpatient Mental Health					
Ancillary & Diagnostics	1,080	1,080			
Research SPACE					
Admin SPACE					
Other SPACE					

Step 2, Space

Alternate # 2	Receiving Facility Temple VAMC				
Vacant Space in 2022 =	151,379	EU out space in 2022 =	0	Outleased space in 2022 =	0
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych	103,856	103,856			
Inpatient Dom					
Inpatient NHCU	24,869		24,869		
Inpatient PR RTP	7,390		7,390		
Inpatient SCI					
Inpatient BRC	23,077	23,077			
Outpatient Primary Care					
Outpatient Specialty Care					
Outpatient Mental Health					
Ancillary & Diagnostics	9,722	9,722			
Research SPACE					
Admin SPACE					
Other SPACE					

Step 2, Space

Alternate # 2	Receiving Facility New Waco/Marlin CBOC				
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych					
Inpatient Dom					
Inpatient NHCU					
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care	0				
Outpatient Specialty Care	0				
Outpatient Mental Health	0				
Ancillary & Diagnostics	0				
Research SPACE					
Admin SPACE					
Other SPACE					

Step 2, Space

Alternate # 2	Receiving Facility New Austin Inpatient/Specialty Facility				
Vacant Space in 2022 =		EU out space in 2022 =		Outleased space in 2022 =	
Workload or Space Category	Additional SF Needed	New Construction SF	Conversion of Vacant SF	Lease SF	Contract remaining workload to match space added? Y/N
Inpatient Medicine					
Inpatient Surgery					
Inpatient Psych	15,125			15,125	
Inpatient Dom					
Inpatient NHCU					
Inpatient PR RTP					
Inpatient SCI					
Inpatient BRC					
Outpatient Primary Care					
Outpatient Specialty Care					
Outpatient Mental Health					
Ancillary & Diagnostics	1,080			1,080	
Research SPACE					
Admin SPACE					
Other SPACE					

Step 3, Vacant Space

Alternate # 1	Waco VAMC					
	Vacant SF	SF to be Demolished	SF to be for Enhanced Use	SF to be divested	SF to be outleased	Remaining Vacant
Existing MP 2022	90,678				40,000	50,678
Newly vacated	374,371		425,049			0
	= VSSC completed				= VISN completed	

Alternate # 2	Waco VAMC					
	Vacant SF	SF to be Demolished	SF to be for Enhanced Use	SF to be divested	SF to be outleased	Remaining Vacant
Existing MP 2022	90,678				40,000	50,678
Newly vacated	299,371		350,048			0
	= VSSC completed				= VISN completed	

100% contract option	Waco VAMC					
	Vacant SF	SF to be Demolished	SF to be for Enhanced Use	SF to be divested	SF to be outleased	Remaining Vacant
Existing MP 2022	90,678				40,000	50,678
Newly vacated	374,371		425,049			0
	= VSSC completed				= VISN completed	

Step 4, Access


Alternate # 1	Name of Facility Being Studied: Waco										
CARES Category (Dom, Specialty Care or NHCU)	Counties (Accounting for 50% or more of the workload)	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied (Minutes)	Current weighted Travel Time (calculated)	Workload to be transferred to Temple	Travel Time from County to Temple	Workload to be transferred to Austin	Travel Time from County to Austin	Workload to be transferred to New Waco CBOC	Travel Time from County to New Waco CBOC	New weighted Travel Time (calculated)
Psychiatry	McLennan	18,838	20		18,838	45	0		N/A		
	Bell	5,158	45		5,158	30	0		N/A		
	Travis	4,577	110		0		4,577	30	N/A		
				39							43
Primary Care	McLennan	17,728	20		N/A		N/A		17,728	10	
	Bell	5,158	45		N/A		N/A		5,158	45	
				26							18
Specialty Care	McLennan	14,719	20		0		0		14,719	10	
	Bell	552	45		0		0		552	45	
				21							11
Mental Health	McLennan	8,114	20						8,114	10	
	Bell	1,247	45						1,247	45	
				23							14
CARES Category (Dom, Specialty Care or NHCU)	Counties (Accounting for 50% or more of the workload)	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied (Minutes)	Current weighted Travel Time (calculated)	Workload to be transferred to Temple	Travel Time from County to Temple	Workload to be transferred to Contract	Travel Time from County to Contract			New weighted Travel Time (calculated)
Nursing Home	McLennan	9,189	20				9189	30			
	Bell	2,843	45		2,843	30					
	Travis	1,526	110				1526	30			
		13,558		35							30


Type	Baseline Access % 2001	Current Market Plan Access % 2012	New Access % 2012
Primary Care	65	77	77
Acute Care	60	82	85

Step 4, Access

Alternate # 2 Name of Facility Being Studied: Waco											
CARES Category (Dom, Specialty Care or NHCU)	Counties (Accounting for 50% or more of the workload)	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied (Minutes)	Current weighted Travel Time (calculated)	Workload to be transferred to Temple	Travel Time from County to Temple	Workload to be transferred to Austin	Travel Time from County to Austin	Workload to be transferred to New Waco CBOC	Travel Time from County to New Waco CBOC	New weighted Travel Time (calculated)
Psychiatry	McLennan	18,838	10		18,838	45	0		N/A		
	Bell	5,158	45		5,158	30	0		N/A		
	Travis	4,577	110		0		4,577	30	N/A		
				32							43
Primary Care	McLennan	17,728	10		N/A		N/A		0		
	Bell	5,158	45		N/A		N/A		0		
				18							
Specialty Care	McLennan	14,719	10		0		0		0		
	Bell	552	45		0		0		0		
				11							
Mental Health	McLennan	8,114	10						0		
	Bell	1,247	45						0		
				14							
CARES Category (Dom, Specialty Care or NHCU)	Counties (Accounting for 50% or more of the workload)	FY 2012 Workload (BDOC)	Travel time from County to Facility being studied (Minutes)	Current weighted Travel Time (calculated)	Workload to be transferred to Temple	Travel Time from County to Temple	Workload to be transferred to Contract	Travel Time from County to Contract			New weighted Travel Time (calculated)
Nursing Home	McLennan	9,189	20				9,189	30			
	Bell	2,843	45		2,843	30					
	Travis	1,526	110				1,526	30			
		13,558		35							30

Type	Baseline Access % 2001	Current Market Plan Access % 2012	New Access % 2012
Primary Care	65	77	77
Acute Care	60	82	85

 = VSSC completed

 = VISN completed

Step 4, Infrastructure

2001 Baseline Data		Name of Facility Being Studied: Waco						
Facility Name	Campus Acreage	Original Bed Capacity (Beds)	Number of Vacant Bldgs	Number of Occupied Bldgs	Vacant Space (SF)	Average Facility Condition Score	Annual Capital Costs *	Valuation of Campus (AEW)
Waco	123	2100	4	70	162,815	3.3	\$ 1,563,760	\$ 135,000,000

Step 5, Status Quo

Status Quo

Facility Being Reviewed:

Marlin	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Recurring Costs										
Outpatient Op Cost	\$4,498,596	\$4,516,044	\$4,521,502	\$4,518,661	\$4,505,868	\$4,482,792	\$4,451,540	\$4,413,575	\$4,360,316	\$4,307,500
Non Clinical Categories	\$553,458	\$552,932	\$552,406	\$551,880	\$551,355	\$550,830	\$550,306	\$549,783	\$549,259	\$548,737
Vacant Space Op Cost	\$253,133	\$252,892	\$252,651	\$252,411	\$252,171	\$251,931	\$251,691	\$251,452	\$251,213	\$250,974

Non-recurring costs

Estimated Capital Costs	1,231,972	1,210,872	1,190,134	1,169,751	1,149,718	1,130,027	1,110,673	1,091,651	1,072,955	1,054,579
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= VSSC completed

Facility Being Reviewed:

Waco	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Recurring Costs										
Inpatient Op Cost	\$45,939,601	\$45,886,132	\$45,829,533	\$45,776,751	\$45,711,933	\$45,633,891	\$45,540,797	\$45,441,190	\$45,255,332	\$45,059,712
Outpatient Op Cost	\$14,939,493	\$14,979,291	\$14,968,911	\$14,937,886	\$14,874,845	\$14,775,593	\$14,650,813	\$14,507,363	\$14,298,745	\$14,093,438
Non Clinical Categories	\$1,913,978	\$1,912,157	\$1,910,337	\$1,908,519	\$1,906,704	\$1,904,889	\$1,903,077	\$1,901,266	\$1,899,457	\$1,897,650
Vacant Space Op Cost	\$1,473,923	\$1,472,521	\$1,471,120	\$1,469,720	\$1,468,322	\$1,466,925	\$1,465,529	\$1,464,134	\$1,462,741	\$1,461,350

Non-recurring costs

Estimated Capital Costs	\$3,747,270	\$3,683,092	\$3,620,014	\$3,558,015	\$3,497,079	\$3,437,186	\$3,378,319	\$3,320,460	\$3,263,592	\$3,207,698
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= VSSC completed

Step 5, Status Quo

Receiving Facility # 1

Temple	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Recurring Costs										
Inpatient Op Cost	\$70,537,972	\$70,405,951	\$70,183,433	\$70,025,665	\$69,811,541	\$69,512,266	\$69,158,366	\$68,765,907	\$68,198,830	\$67,630,651
Outpatient Op Cost	\$97,037,524	\$99,198,255	\$100,903,764	\$102,392,507	\$103,516,940	\$104,294,548	\$104,796,699	\$105,074,842	\$104,704,763	\$104,172,564
Non Clinical Categories	\$3,262,185	\$3,259,082	\$3,255,980	\$3,252,882	\$3,249,787	\$3,246,695	\$3,243,606	\$3,240,520	\$3,237,436	\$3,234,356
Vacant Space Op Cost	\$1,022,408	\$1,021,436	\$1,020,464	\$1,019,493	\$1,018,523	\$1,017,554	\$1,016,585	\$1,015,618	\$1,014,652	\$1,013,686

Non-recurring costs

Estimated Capital Costs	8,737,158	8,587,520	8,440,446	8,295,890	8,153,810	8,014,163	7,876,909	7,742,004	7,609,411	7,479,088
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☐ = VSSC completed

Receiving Facility # 2

Central Texas CBOCs	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Recurring Costs										
Inpatient Op Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Outpatient Op Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non Clinical Categories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Non-recurring costs

Estimated Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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Step 5, Status Quo

Status Quo

Facility Being Reviewed:

Marlin 2014 2015 2016 2017 2018 2019 2020 2021 2022

Recurring Costs

Outpatient Op Cost	\$4,256,112	\$4,209,369	\$4,164,693	\$4,129,490	\$4,093,000	\$4,055,760	\$4,017,371	\$3,979,816	\$3,942,990
Non Clinical Categories	\$548,214	\$547,693	\$547,172	\$546,651	\$546,131	\$545,612	\$545,092	\$544,574	\$544,055
Vacant Space Op Cost	\$250,735	\$250,496	\$250,258	\$250,020	\$249,782	\$249,544	\$249,307	\$249,070	\$248,833

Non-recurring costs

Estimated Capital Costs	1,036,518	1,018,766	1,001,318	984,169	967,313	950,747	934,464	918,460	902,730
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Facility Being Reviewed:

Waco 2014 2015 2016 2017 2018 2019 2020 2021 2022

Recurring Costs

Inpatient Op Cost	\$44,890,262	\$44,748,819	\$44,630,235	\$44,540,101	\$44,447,331	\$44,358,273	\$44,261,102	\$44,159,521	\$44,061,900
Outpatient Op Cost	\$13,895,000	\$13,723,347	\$13,560,854	\$13,425,597	\$13,290,802	\$13,155,776	\$13,017,134	\$12,879,574	\$12,740,855
Non Clinical Categories	\$1,895,845	\$1,894,041	\$1,892,238	\$1,890,438	\$1,888,639	\$1,886,842	\$1,885,047	\$1,883,253	\$1,881,462
Vacant Space Op Cost	\$1,459,959	\$1,458,570	\$1,457,182	\$1,455,796	\$1,454,411	\$1,453,027	\$1,451,644	\$1,450,263	\$1,448,883

Non-recurring costs

Estimated Capital Costs	\$3,152,761	\$3,098,765	\$3,045,694	\$2,993,532	\$2,942,263	\$2,891,872	\$2,842,344	\$2,793,665	\$2,745,819
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Step 5, Status Quo

Receiving Facility # 1

Temple 2014 2015 2016 2017 2018 2019 2020 2021 2022

Recurring Costs

Inpatient Op Cost	\$67,118,124	\$66,655,657	\$66,237,572	\$65,946,671	\$63,825,603	\$63,457,228	\$63,056,608	\$62,628,684	\$62,234,923
Outpatient Op Cost	\$103,662,030	\$103,252,101	\$102,918,219	\$102,828,414	\$102,647,517	\$102,409,077	\$102,075,736	\$101,616,454	\$101,133,012
Non Clinical Categories	\$3,231,278	\$3,228,204	\$3,225,132	\$3,222,064	\$3,218,998	\$3,215,935	\$3,212,876	\$3,209,818	\$3,206,764
Vacant Space Op Cost	\$1,012,722	\$1,011,758	\$1,010,796	\$1,009,834	\$1,008,873	\$1,007,913	\$1,006,954	\$1,005,996	\$1,005,039

Non-recurring costs

Estimated Capital Costs	7,350,997	7,225,099	7,101,358	6,979,737	6,860,198	6,742,706	6,627,227	6,513,726	6,402,168
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Receiving Facility # 2

Central Texas CBOCs 2014 2015 2016 2017 2018 2019 2020 2021 2022

Recurring Costs

Inpatient Op Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Outpatient Op Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non Clinical Categories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Non-recurring costs

Estimated Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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Step 5, Market Plan costs

Market Plan

New Run 10-29-03

Facility Being Reviewed 1: Marlin

Marlin

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	4,635,585	4,352,537	4,394,013	3,756,341	3,773,148	3,776,421	3,777,733	3,763,559	3,744,670	3,716,401
Non Clinical Op Cost	553,458	552,932	552,406	551,880	551,355	550,830	550,306	549,783	549,259	548,737
Vacant Space Op Cost	23,880	35,951	31,962	62,489	59,947	58,366	57,154	56,910	57,064	57,655
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	808,189	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
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Step 5, Market Plan costs

Facility being Reviewed 2: Waco

WACO

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Inpatient Op Cost	42,728,831	42,862,230	42,616,849	43,381,025	43,475,206	43,021,848	43,206,006	43,698,586	42,079,236	42,171,520
Outpatient Op Cost	18,282,617	16,965,479	16,483,732	16,283,522	16,152,442	16,012,973	15,814,957	15,522,285	15,260,392	14,913,902
Non Clinical Op Cost	1,913,978	1,912,157	1,910,337	1,908,519	1,906,704	1,904,889	1,903,077	1,901,266	1,899,457	1,897,650
Vacant Space Op Cost	347,383	114,979	113,009	111,074	109,172	107,302	105,464	103,658	105,802	107,628
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	1,917,835	1,859,442	1,802,827	1,747,936	1,694,717	1,643,117	1,593,089	1,544,584	1,497,556	1,451,959
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	3,891,693	1,550,051	4,185,354	3,955,448	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
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Step 5, Market Plan costs

Receiving Facility 1: Central Texas CBOCs

Central Texas CBOC

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	2,492,774	4,089,096	4,148,058	5,484,919	6,659,040	6,833,635	6,858,221	6,769,615	6,681,101	6,500,335
Non Clinical Op Cost	92,589	297,665	294,468	291,325	376,921	372,946	369,036	365,191	361,409	357,690
Vacant Space Op Cost	0	21,176	19,715	4,064	9,193	6,124	5,465	6,542	7,581	9,752
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	601,843	845,051	0	171,434	401,186	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
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Step 5, Market Plan costs

Receiving Facility 2: Temple
Temple

Recurring Costs										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Inpatient Op Cost	70,459,263	70,327,699	70,330,263	70,169,117	69,951,699	69,649,176	69,292,108	68,896,490	68,326,660	67,755,752
Outpatient Op Cost	87,211,293	85,945,438	88,843,828	90,059,618	90,287,214	90,858,507	91,470,376	92,109,094	91,975,721	92,094,188
Non Clinical Op Cost	3,262,185	3,259,082	3,255,980	3,252,882	3,249,787	3,246,695	3,243,606	3,240,520	3,237,436	3,234,356
Vacant Space Op Cost	612,912	500,877	774,748	748,072	717,456	699,533	674,840	652,648	639,339	632,869
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Non Recurring Costs										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	4,572,397	1,082,425	0	0	0	0	0	0	0	0
Leases	5,588,543	0	9,061,233	0	0	0	0	0	0	0
Vacant Space Demolition	433,675	0	0	0	0	0	0	0	0	0

Non Recurring Revenue										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Step 5, Market Plan costs

Market Plan

New Run 10-29-03

Facility Being Reviewed 1: M
Marlin

Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	3,689,092	3,667,875	3,647,421	3,633,382	3,306,695	3,292,647	3,278,404	3,261,685	3,245,180
Non Clinical Op Cost	548,214	547,693	547,172	546,651	546,131	545,612	545,092	544,574	544,055
Vacant Space Op Cost	58,219	58,500	58,730	58,530	71,453	71,091	70,771	70,597	70,363
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, Market Plan costs

Facility being Reviewed 2: V

WACO

Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	43,563,219	43,748,759	43,637,150	43,853,341	42,443,713	43,802,526	42,531,611	42,267,578	42,359,463
Outpatient Op Cost	14,580,591	14,451,961	14,384,747	14,239,528	13,787,038	13,685,526	13,528,216	13,417,106	13,253,988
Non Clinical Op Cost	1,895,845	1,894,041	1,892,238	1,890,438	1,888,639	1,886,842	1,885,047	1,883,253	1,881,462
Vacant Space Op Cost	120,978	121,213	122,517	131,711	163,650	168,458	174,602	182,235	190,129
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	1,407,751	1,364,889	1,323,332	1,283,040	1,243,975	1,206,100	1,169,377	1,133,773	1,099,253

Non Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, Market Plan costs

Receiving Facility 1: Central
Central Texas CBOC

Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	6,335,632	6,223,232	6,111,264	6,326,015	6,603,322	6,464,313	6,379,829	6,274,504	6,359,287
Non Clinical Op Cost	354,032	350,434	346,896	343,416	339,992	336,626	333,315	330,058	326,854
Vacant Space Op Cost	11,803	13,045	14,240	11,142	7,063	8,649	9,468	10,531	9,150
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, Market Plan costs

Receiving Facility 2: Temple

Temple

Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	67,240,401	66,775,115	66,354,130	66,060,352	63,936,445	63,565,231	63,161,863	62,731,272	62,334,882
Outpatient Op Cost	92,036,501	91,647,132	91,235,273	90,943,963	91,453,036	91,265,941	91,032,161	90,629,476	90,131,207
Non Clinical Op Cost	3,231,278	3,228,204	3,225,132	3,222,064	3,218,998	3,215,935	3,212,876	3,209,818	3,206,764
Vacant Space Op Cost	618,864	619,400	616,961	605,094	588,117	580,625	576,472	571,416	567,928
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

100% contract**New Data Run 10/29/03**

Facility Being Reviewed 1: Marlin

Marlin

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	1,281,309	1,257,866	1,235,070	1,212,853	1,191,198	1,170,122	1,149,560	1,129,538	1,110,041
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
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Step 5, 100% contract

Facility being Reviewed 2: Waco

Waco

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	1,266,336	1,265,807	1,264,909	1,264,381	1,263,853	1,261,538	1,259,229	1,255,877	1,250,752
Outpatient Op Cost	2,957,688	1,078,641	609,001	608,422	607,843	607,265	404,458	404,073	403,689
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	88,366	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	6,388,007	11,921,755	16,084,236	19,942,586	23,551,931	22,896,945	22,260,840	21,643,056	21,043,054

Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	3,588,839	1,550,051	4,185,354	3,955,448	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	541,123	5,244,518	508,674	493,186	478,170	463,611	449,495

Step 5, 100% contract

Receiving Facility 1: Central Texas CBOCs

Central Texas CBOC

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	13,503,904	15,552,141	15,793,673	16,015,651	15,816,881	15,075,466	15,255,944	14,735,616	13,852,672
Non Clinical Op Cost	92,589	91,590	90,606	89,639	88,687	87,752	86,832	85,928	85,037
Vacant Space Op Cost	0	0	0	2,188	1,887	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	0	0	0	3,744	3,230	0	0	0	0
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	274,355	0	0	171,434	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
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Step 5, 100% contract

Receiving Facility 2: Temple

Temple

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	103,666,064	103,488,392	103,440,990	103,234,638	102,955,115	102,574,837	102,118,913	101,616,796	100,822,984
Outpatient Op Cost	86,886,855	87,366,370	90,223,093	91,437,125	92,411,014	93,232,894	93,639,317	94,276,817	94,123,598
Non Clinical Op Cost	3,262,185	3,259,082	3,255,980	3,252,882	3,249,787	3,246,695	3,243,606	3,240,520	3,237,436
Vacant Space Op Cost	755,960	742,122	996,632	966,194	930,935	910,446	882,298	856,729	839,288
Savings/Cost/Profit	49,638,776	48,127,415	46,662,070	45,241,341	43,863,869	42,528,338	41,233,469	39,978,026	38,760,807

Recurring Savings									
Savings/Cost/Profit	1,801,885	1,769,500	2,196,494	2,135,997	2,067,394	2,024,207	1,968,053	1,916,451	1,878,890

Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	3,203,679	0	0	0	0	0	0	0	0
Renovate	3,303,858	0	0	0	0	0	0	0	0
Leases	3,439,103	0	9,061,233	0	0	0	0	0	0
Vacant Space Demolition	433,675	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

100% contract
New Data Run 10/29/03

Facility Being Reviewed 1: M
 Marlin

Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	1,090,947	1,072,226	1,053,862	1,035,835	1,018,066	1,000,610	983,500	966,702	950,251

Non Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, 100% contract

Facility being Reviewed 2: V

Waco

Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
Inpatient Op Cost	1,245,635	1,241,198	1,236,833	1,232,778	1,230,503	1,225,187	1,222,619	1,219,323	1,215,364
Outpatient Op Cost	403,305	0	0	0	0	0	0	0	0
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	20,460,311	19,894,318	19,344,583	18,810,626	18,291,984	17,788,207	17,298,858	16,823,514	16,361,763

Non Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	435,809	422,540	409,675	397,202	385,108	373,382	362,014	350,992	340,305

Step 5, 100% contract

Receiving Facility 1: Central
Central Texas CBOC

Recurring Costs

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	13,752,980	13,454,493	13,559,752	13,353,223	13,041,309	12,589,068	12,096,230	12,256,649	12,036,355
Non Clinical Op Cost	84,162	83,302	82,455	81,623	80,804	79,999	79,207	78,427	77,661
Vacant Space Op Cost	44	43	42	42	491	482	474	466	458
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	75	74	72	71	840	826	811	798	784
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Non Recurring Costs

	2013	2014	2015	2016	2017	2018	2019	2020	2021
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
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Step 5, 100% contract

Receiving Facility 2: Temple
Temple

Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
Inpatient Op Cost	100,014,480	99,297,015	98,668,167	98,115,289	97,726,538	95,508,195	95,043,859	94,549,449	93,996,465
Outpatient Op Cost	94,321,959	94,126,197	93,354,419	92,891,426	92,830,804	92,933,104	92,497,043	92,192,540	92,284,163
Non Clinical Op Cost	3,234,356	3,231,278	3,228,204	3,225,132	3,222,064	3,218,998	3,215,935	3,212,876	3,209,818
Vacant Space Op Cost	829,607	812,427	809,148	804,367	789,449	769,489	762,964	752,577	744,066
Savings/Cost/Profit	37,580,649	36,436,424	35,327,037	34,251,428	33,208,568	32,197,461	31,217,138	30,266,664	29,345,129

Recurring Savings									
Savings/Cost/Profit	1,854,744	1,817,892	1,804,959	1,789,578	1,756,976	1,715,864	1,697,864	1,673,371	1,652,205

Non Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

100% contract
New Data Run 10/29/03

Facility Being Reviewed 1: N
 Marlin

Recurring Costs	
	2022
Inpatient Op Cost	0
Outpatient Op Cost	0
Non Clinical Op Cost	0
Vacant Space Op Cost	0
Savings/Cost/Profit	0

Recurring Savings	
Savings/Cost/Profit	934,066

Non Recurring Costs	
	2022
New Construction	0
Renovate	0
Leases	0
Vacant Space Demolition	0

Non Recurring Revenue	
Savings/Cost/Profit	0

Step 5, 100% contract

Facility being Reviewed 2: V

Waco

Recurring Costs	
	2022
Inpatient Op Cost	1,212,442
Outpatient Op Cost	0
Non Clinical Op Cost	0
Vacant Space Op Cost	0
Savings/Cost/Profit	0

Recurring Savings	
Savings/Cost/Profit	15,913,207

Non Recurring Costs	
	2022
New Construction	0
Renovate	0
Leases	0
Vacant Space Demolition	0

Non Recurring Revenue	
Savings/Cost/Profit	329,944

Step 5, 100% contract

Receiving Facility 1: Central

Central Texas CBOC

Recurring Costs	
	2022
Inpatient Op Cost	0
Outpatient Op Cost	11,907,777
Non Clinical Op Cost	76,907
Vacant Space Op Cost	450
Savings/Cost/Profit	0

Recurring Savings	
Savings/Cost/Profit	770

Non Recurring Costs	
	2022
New Construction	0
Renovate	0
Leases	0
Vacant Space Demolition	0

Non Recurring Revenue	
Savings/Cost/Profit	0

Step 5, 100% contract

Receiving Facility 2: Temple

Temple

Recurring Costs	
	2022
Inpatient Op Cost	93,496,834
Outpatient Op Cost	91,703,374
Non Clinical Op Cost	3,206,764
Vacant Space Op Cost	737,847
Savings/Cost/Profit	28,451,652

Recurring Savings	
Savings/Cost/Profit	1,635,073

Non Recurring Costs	
	2022
New Construction	0
Renovate	0
Leases	0
Vacant Space Demolition	0

Non Recurring Revenue	
Savings/Cost/Profit	0

Alternative #1**New Data Run 10/29/03**

Facility Being Reviewed 1: Marlin

Marlin

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	0	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
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Step 5, Alt 1 costs

Facility being Reviewed 2: Waco

Waco

Recurring Costs										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	0	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	1,017,835	7,054,486	11,258,004	15,100,011	18,880,597	18,314,461	17,756,838	17,216,192	16,692,007	16,183,782

Non Recurring Costs										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue										
Savings/Cost/Profit	0	0	541,123	5,244	508,674	493,186	478,170	463,611	449,495	435,809

Step 5, Alt 1 costs

Receiving Facility 1: Central Texas CBOCs

Central Texas CBOC

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Inpatient Op Cost	0	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	18,794,587	20,545,016	20,577,998	20,764,380	20,399,009	19,518,305	19,836,642	19,124,156	18,074,682	17,857,529
Non Clinical Op Cost	92,589	91,590	90,606	89,639	88,687	87,752	86,832	85,928	85,037	84,162
Vacant Space Op Cost	48,876	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Construction	0	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0	0
Leases	7,984,564	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
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Step 5, Alt 1 costs

Receiving Facility 2: Temple
Temple

Recurring Costs										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Inpatient Op Cost	1,266,336	1,265,807	1,264,909	1,264,381	1,263,853	1,261,538	1,259,229	1,255,877	1,250,752	1,245,635
Inpatient Op Cost	106,542,027	106,357,757	106,303,935	106,090,880	105,804,072	105,415,827	104,951,224	104,440,633	103,631,278	102,807,065
Outpatient Op Cost	2,957,688	1,078,641	609,001	608,422	607,843	607,265	404,458	404,073	403,689	403,305
Outpatient Op Cost	86,260,083	86,750,834	89,568,406	90,770,219	91,736,736	92,561,597	92,974,104	93,599,423	93,439,304	93,621,133
Non Clinical Op Cost	3,262,185	3,259,082	3,255,980	3,252,882	3,249,787	3,246,695	3,243,606	3,240,520	3,237,436	3,234,356
Vacant Space Op Cost	702,973	689,861	945,108	915,373	879,823	860,993	833,512	808,625	790,892	781,796
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0
NEW DSS savings	7,352,925	7,102,926	6,861,426	6,628,138	6,402,781	6,185,086	5,974,793	5,771,650	5,575,414	5,385,850

Recurring Savings										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Non Recurring Costs										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Construction	3,203,679	0	0	0	0	0	0	0	0	0
Renovate	3,303,858	0	0	0	0	0	0	0	0	0
Leases	3,439,103	0	9,061,233	0	0	0	0	0	0	0
Vacant Space Demolition	433,675	0	0	0	0	0	0	0	0	0

Non Recurring Revenue										
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0	0

Alternative #1**New Data Run 10/29/0**

Facility Being Reviewed 1

Marlin

Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, Alt 1 costs

Facility being Reviewed 2:

Waco

Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	0	0	0	0	0	0	0	0	0
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	15,691,031	15,213,284	14,750,082	14,300,983	13,865,558	13,443,391	13,034,077	12,637,226	12,252,459
Non Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	422,540	409,675	397,202	385,108	373,382	362,014	350,992	340,305	329,944

Step 5, Alt 1 costs

Receiving Facility 1: Centr
Central Texas CBOC

Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	17,720,246	17,685,021	17,407,892	17,058,877	16,412,848	15,762,272	15,956,985	15,682,108	15,482,974
Non Clinical Op Cost	83,302	82,455	81,623	80,804	79,999	79,207	78,427	77,661	76,907
Vacant Space Op Cost	11,760	12,278	12,796	13,039	24,474	35,431	26,669	29,285	29,710
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, Alt 1 costs

Receiving Facility 2: Temp
Temple

Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inpatient Op Cost	1,241,198	1,236,833	1,232,778	1,230,503	1,225,187	1,222,619	1,219,323	1,215,364	1,212,442
Inpatient Op Cost	102,076,435	101,436,488	100,874,454	100,478,281	98,252,692	97,781,616	97,267,443	96,720,336	96,211,748
Outpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	93,433,929	92,722,760	92,251,661	92,197,991	92,305,950	91,864,994	91,577,890	91,676,663	91,103,124
Non Clinical Op Cost	3,231,278	3,228,204	3,225,132	3,222,064	3,218,998	3,215,935	3,212,876	3,209,818	3,206,764
Vacant Space Op Cost	765,262	761,915	758,528	744,294	725,014	719,184	708,894	701,662	696,019
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
NEW DSS savings	5,202,731	5,025,838	4,854,960	4,689,891	4,530,435	4,376,400	4,227,603	4,083,864	3,945,013

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2014	2015	2016	2017	2018	2019	2020	2021	2022
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Alternative #2**New Data Run 10/29/03**

Facility Being Reviewed 1: Marlin

Marlin

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	553,458	552,932	552,406	551,880	551,355	550,830	550,306	549,783	549,259
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
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Step 5, Alt 2 costs

Facility being Reviewed 2: Waco

Waco

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	1,266,336	1,265,807	1,264,909	1,264,381	1,263,853	1,261,538	1,259,229	1,255,877	1,250,752
Outpatient Op Cost	18,128,480	17,223,789	16,745,489	16,739,508	16,421,180	16,239,689	15,844,313	15,357,561	14,871,591
Non Clinical Op Cost	1,913,978	1,912,157	1,910,337	1,908,519	1,906,704	1,904,889	1,903,077	1,901,266	1,899,457
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	1,917,835	1,859,442	1,802,827	1,747,936	1,694,717	1,643,117	1,593,089	1,544,584	1,497,556

Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	2,453,742	270,606	4,024,371	3,955,448	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, Alt 2 costs

Receiving Facility 1: Temple

Temple

Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	106,753,445	106,565,554	106,508,173	106,291,621	106,001,374	105,609,750	105,141,826	104,627,971	103,815,407
Outpatient Op Cost	86,260,083	86,750,834	89,568,406	90,770,219	91,736,736	92,561,597	92,974,104	93,599,423	93,439,304
Non Clinical Op Cost	3,262,185	3,259,082	3,255,980	3,252,882	3,249,787	3,246,695	3,243,606	3,240,520	3,237,436
Vacant Space Op Cost	702,973	689,861	945,108	915,373	879,823	860,993	833,512	808,625	790,892
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	3,203,679	0	0	0	0	0	0	0	0
Renovate	3,303,858	0	0	0	0	0	0	0	0
Leases	4,656,314	0	9,061,233	0	0	0	0	0	0
Vacant Space Demolition	433,675	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, Alt 2 costs

Receiving Facility 2: Central Texas CBOCs

Central Texas CBOC

Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	2,010,264	2,036,654	2,033,723	2,482,876	2,561,073	2,539,844	2,497,798	2,483,556	2,443,065
Non Clinical Op Cost	92,589	91,590	90,606	89,639	88,687	87,752	86,832	85,928	85,037
Vacant Space Op Cost	0	0	0	74,934	70,822	69,877	68,717	67,576	66,473
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
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Non Recurring Costs

	2004	2005	2006	2007	2008	2009	2010	2011	2012
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	1,101,962	0	0	1,395,964	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
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Alternative #2**New Data Run 10/29/0****Facility Being Reviewed 1**

Marlin

Recurring Costs

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	0	0	0	0	0	0	0	0	0
Non Clinical Op Cost	548,737	548,214	547,693	547,172	546,651	546,131	545,612	545,092	544,574
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
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Non Recurring Costs

	2013	2014	2015	2016	2017	2018	2019	2020	2021
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue

Savings/Cost/Profit	0	0	0	0	0	0	0	0	0
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Step 5, Alt 2 costs

Facility being Reviewed 2:

Waco

Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
Inpatient Op Cost	1,245,635	1,241,198	1,236,833	1,232,778	1,230,503	1,225,187	1,222,619	1,219,323	1,215,364
Outpatient Op Cost	14,585,267	14,068,502	14,007,461	13,884,696	13,698,036	13,260,122	13,030,478	13,020,669	12,870,214
Non Clinical Op Cost	1,897,650	1,895,845	1,894,041	1,892,238	1,890,438	1,888,639	1,886,842	1,885,047	1,883,253
Vacant Space Op Cost	0	0	0	0	0	0	0	0	0
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	1,451,959	1,407,751	1,364,889	1,323,332	1,283,040	1,243,975	1,206,100	1,169,377	1,133,773

Non Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, Alt 2 costs

Receiving Facility 1: Temp
Temple

Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
Inpatient Op Cost	102,988,041	102,254,311	101,611,318	101,046,290	100,647,173	98,418,692	97,944,773	97,427,806	96,877,952
Outpatient Op Cost	93,621,133	93,433,929	92,722,760	92,251,661	92,197,991	92,305,950	91,864,994	91,577,890	91,676,663
Non Clinical Op Cost	3,234,356	3,231,278	3,228,204	3,225,132	3,222,064	3,218,998	3,215,935	3,212,876	3,209,818
Vacant Space Op Cost	781,796	765,262	761,915	758,528	744,294	725,014	719,184	708,894	701,662
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Step 5, Alt 2 costs

Receiving Facility 2: Centr
Central Texas CBOC

Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
Inpatient Op Cost	0	0	0	0	0	0	0	0	0
Outpatient Op Cost	2,389,097	2,277,355	4,907,390	2,323,051	2,233,785	2,202,839	2,177,667	2,187,220	2,109,581
Non Clinical Op Cost	84,162	83,302	82,455	81,623	80,804	79,999	79,207	78,427	77,661
Vacant Space Op Cost	65,864	64,784	62,578	61,277	62,044	61,210	60,348	58,207	58,791
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Recurring Savings									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Non Recurring Costs									
	2013	2014	2015	2016	2017	2018	2019	2020	2021
New Construction	0	0	0	0	0	0	0	0	0
Renovate	0	0	0	0	0	0	0	0	0
Leases	0	0	0	0	0	0	0	0	0
Vacant Space Demolition	0	0	0	0	0	0	0	0	0

Non Recurring Revenue									
Savings/Cost/Profit	0	0	0	0	0	0	0	0	0

Alternative #2

New Data Run 10/29/0

Facility Being Reviewed 1
Marlin

Recurring Costs	
	2022
Inpatient Op Cost	0
Outpatient Op Cost	0
Non Clinical Op Cost	544,055
Vacant Space Op Cost	0
Savings/Cost/Profit	0

Recurring Savings	
Savings/Cost/Profit	0

Non Recurring Costs	
	2022
New Construction	0
Renovate	0
Leases	0
Vacant Space Demolition	0

Non Recurring Revenue	
Savings/Cost/Profit	0

Step 5, Alt 2 costs

Facility being Reviewed 2:

Waco

Recurring Costs	
	2022
Inpatient Op Cost	1,212,442
Outpatient Op Cost	12,767,506
Non Clinical Op Cost	1,881,462
Vacant Space Op Cost	0
Savings/Cost/Profit	0

Recurring Savings	
Savings/Cost/Profit	1,099,253

Non Recurring Costs	
	2022
New Construction	0
Renovate	0
Leases	0
Vacant Space Demolition	0

Non Recurring Revenue	
Savings/Cost/Profit	0

Step 5, Alt 2 costs

Receiving Facility 1: Temp

Temple

Recurring Costs	
	2022
Inpatient Op Cost	96,366,664
Outpatient Op Cost	91,103,124
Non Clinical Op Cost	3,206,764
Vacant Space Op Cost	696,019
Savings/Cost/Profit	0

Recurring Savings	
Savings/Cost/Profit	0

Non Recurring Costs	
	2022
New Construction	0
Renovate	0
Leases	0
Vacant Space Demolition	0

Non Recurring Revenue	
Savings/Cost/Profit	0

Step 5, Alt 2 costs

Receiving Facility 2: Centr

Central Texas CBOC

Recurring Costs	
	2022
Inpatient Op Cost	0
Outpatient Op Cost	2,078,809
Non Clinical Op Cost	76,907
Vacant Space Op Cost	58,200
Savings/Cost/Profit	0

Recurring Savings	
Savings/Cost/Profit	0

Non Recurring Costs	
	2022
New Construction	0
Renovate	0
Leases	0
Vacant Space Demolition	0

Non Recurring Revenue	
Savings/Cost/Profit	0

Step 6, Capital Cost Summary

New Data Run 10/29/03

Capital Cost Summary	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being reviewed 1: Marlin					
New Construction	-	-	\$ 0	\$ 0	\$ 0
Renovation	-	-	\$ 0	\$ 0	\$ 0
Total	-	-	\$ 0	\$ 0	\$ 0
Facility Being Reviewed 2: Waco					
New Construction	-	-	\$ 0	\$ 0	\$ 0
Renovation	-	\$ 13,582,546	0	0	\$ 10,704,167
Total	-	13,582,546	0	0	10,704,167
Receiving Facility 2: Central Texas CBOCs					
New Construction	-	-	\$ 0	\$ 0	\$ 0
Renovation	-	-	\$ 0	\$ 0	\$ 0
Total	-	-	\$ 0	\$ 0	\$ 0
Receiving Facility 2: Temple					
New Construction	-	-	\$ 3,203,679	\$ 18,360,850	\$ 15,910,600
Renovation	-	\$ 5,654,822	\$ 3,303,858	\$ 3,303,858	\$ 3,303,858
Total	-	5,654,822	6,507,537	\$ 21,664,708	\$ 19,214,458
		19,237,368	6,507,537	21,664,708	29,918,625

16,009,886

**Additional
Capital Cost \$ 2,427,340 \$ 10,681,257**

Old Data

Capital Cost Summary	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Studied Marlin					
New Construction	-	-	\$ 0	\$ 0	\$ 0
Renovation	-	-	\$ 0	\$ 0	\$ 0
TOTAL	-	-	\$ 0	\$ 0	\$ 0
Facility Being Studied Waco					
New Construction	-	-	\$ 0	\$ 0	\$ 0
Renovation	-	\$ 13,582,546	0	0	\$ 13,279,692
TOTAL	-	\$ 13,582,546	0	0	\$ 13,279,692
Receiving Facility 1 Central Texas CBOCs					
New Construction	-	-	\$ 0	\$ 0	\$ 0
Renovation	-	-	\$ 0	\$ 0	\$ 0
TOTAL	-	-	\$ 0	\$ 0	\$ 0
Receiving Facility 2 Temple					
New Construction	-	-	\$ 3,203,679	\$ 18,360,850	\$ 15,910,600
Renovation	-	\$ 5,654,822	\$ 3,303,858	\$ 3,303,858	\$ 3,303,858
TOTAL	-	\$ 5,654,822	\$ 6,507,537	\$ 21,664,708	\$ 19,214,458

Step 6, Operating Cost Summar

SUMMARY

New Data Run 10/19/03

Operating Cost Summary	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being reviewed 1: Marlin					
Operating Costs	\$ 96,619,699	\$ 82,228,561	\$0	\$0	\$0
Facility Being Reviewed 2: Waco					
Operating Costs	\$ 1,186,709,595	\$ 1,143,226,502	\$ 31,807,315	\$ -	\$ 342,454,954
Receiving Facility 1: Central Texas CBOCs					
Operating Costs	-	\$ 120,019,758	\$ 265,260,058	346,509,052	\$ 48,610,556
Receiving Facility 2: Temple					
Operating Costs	\$ 3,304,740,521	\$ 3,071,999,654	\$ 4,444,529,536	3,687,645,541	\$ 3,763,558,268
TOTAL	\$3,402,546,929	\$4,417,474,475	\$4,741,596,909	\$4,034,154,593	\$4,154,623,778
Total Savings				\$383,319,882	\$262,850,697
Annual Savings				\$23,957,493	\$16,428,169
Additional Capital Costs				\$2,427,340	\$10,681,257
Pay Back Period (years)				0.1	0.7

Old Data Run

Operating Cost Summary	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Studied 1					
Operating Costs	\$116,746,516	\$82,228,561	-\$20,843,622	-\$20,843,622	-\$20,843,622
Facility Being Studied 2					
Operating Costs	\$1,186,709,592	\$1,143,226,502	\$67,863,154	\$67,863,154	\$341,677,357
Receiving Facility 1					
Operating Costs	-	\$120,019,758	\$265,260,058	\$351,574,732	\$43,518,810
Receiving Facility 2					
Operating Costs	\$3,304,740,520	\$3,071,999,654	\$4,444,529,536	\$3,817,537,132	\$3,853,562,794
TOTAL	\$4,608,196,628	\$4,417,474,475	\$4,756,809,126	\$4,216,131,396	\$4,217,915,339

SUMMARY**New Data Run 10/29/03**

Life Cycle Costs	Status Quo	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed 1: Marlin					
Recurring	\$ 96,619,699	\$ 82,228,561	\$ -20,843,622	0	0
Non Recurring	\$ 20,126,817	\$ 808,189	\$ 0	\$ 0	\$ 0
Total	116,746,516	83,036,750	(20,843,622.00)	0	0
Facility Being Reviewed 2: Waco					
Recurring	1,186,709,595	\$ 1,115,241,950	-\$314,912,466	0	\$ 314,470,402
Non Recurring	61,219,440	\$ 13,582,546	\$ 1,293,944	-6,746,474	\$ 10,704,167
Total	1,247,929,035	1,128,824,496	-\$313,618,522	-6,746,474	325,174,569
Receiving Facility 1: Central Texas CBOCs					
Recurring	-	\$ 120,019,758	\$ 265,247,963	\$ 346,509,052	\$ 48,610,556
Non Recurring	-	\$ 2,019,514	\$ 445,789	\$ 7,984,564	\$ 2,497,926
Total		122,039,272	265,693,752	354,493,616	51,108,482
Receiving Facility 2: Temple					
Recurring	3,304,740,521	\$ 3,071,999,654	\$ 4,409,372,139	3,687,645,541	\$ 3,763,558,268
Non Recurring	142,739,615	\$ 20,738,273	\$ 19,441,548	19,441,548	\$ 20,658,759
Total	3,447,480,136	3,092,737,927	4,428,813,687	3,707,087,089	3,784,217,027
TOTAL	4,812,155,687	4,426,638,445	4,360,045,295	4,054,834,231	4,160,500,078

Old Numbers

Life Cycle Costs	Status Quo	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Studied: Marlin					
Recurring	\$ 96,619,698	\$ 66,403,184	-\$20,843,622	-\$20,843,622	-\$20,843,622
Non-Recurring	\$ 20,126,817	\$ 808,189	\$ 0	\$ 0	\$ 0
TOTAL	116,746,515	67,211,373	-\$20,843,622	-\$20,843,622	-\$20,843,622
Facility Being Studied: Waco					
Recurring	\$ 1,186,709,592	\$ 1,105,244,408	\$ -278,856,627	\$ -278,856,627	\$ 309,562,253
Non-Recurring	\$ 61,219,440	\$ 13,582,546	\$ 1,293,944	\$ 1,293,944	\$ 13,279,692
TOTAL	1,247,929,032	1,118,826,954	-277,562,683	-277,562,683	322,841,945
Receiving Facility 1: Central Texas CBOC's					
Recurring	-	\$ 119,703,668	\$ 265,247,963	\$ 351,082,576	\$ 43,480,839
Non-Recurring	-	\$ 2,019,514	\$ 445,789	\$ 7,842,566	\$ 747,484
TOTAL	0	121,723,182	265,693,752	358,925,142	44,228,323
Receiving Facility 2: Temple					
Recurring	\$ 3,304,740,526	\$ 3,043,164,509	\$ 4,409,372,139	\$ 3,785,911,186	\$ 3,853,562,794
Non-Recurring	\$ 142,739,615	\$ 20,738,273	\$ 19,441,548	\$ 34,598,719	\$ 24,826,611
TOTAL	3,447,480,141	3,063,902,782	\$ 4,428,813,687	3,820,509,905	\$ 3,878,389,405
	4,812,155,688	4,371,664,291	4,396,101,134	3,881,028,742	4,224,616,051

Life Cycle Costs		Status Quo	Original Market Plan	100% Contract	Alt 1Close Waco/Marlin, new CBOC, new location	Alt 2 Close Marlin, keep outpt at Waco
Marlin						
	Recurring	96,619,699	82,228,561	-20,843,622	0	0
	Non Recurring	20,126,817	808,189	0	0	0
	Total	116,746,516	83,036,750	-20,843,622	0	0

Waco						
	Recurring	1,186,709,595	1,115,241,950	-314,912,466	-233,862,989	314,470,402
	Non Recurring	61,219,440	13,582,546			10,704,167
	Total	1,247,929,035	1,128,824,496	-314,912,466	-233,862,989	325,174,569

Central Texas CBOCs

	Recurring	0	120,019,758	265,247,963	346,509,052	48,610,556
	Non Recurring	0	2,019,514	445,789	7,984,564	2,497,926
	Total		122,039,272	265,693,752	354,493,616	51,108,482

Temple						
	Recurring	3,304,740,521	3,071,999,654	4,409,372,139	3,760,104,318	3,763,558,268
	Non Recurring	142,739,615	20,738,273	19,441,548	19,441,548	20,658,759
	Total	3,447,480,136	3,092,737,927	4,428,813,687	3,779,545,866	3,784,217,027

Total Recurring	4,588,069,815	4,389,489,923	4,338,864,014	3,872,750,381	4,126,639,226
Total Nonrecurring	224,085,872	37,148,522	19,887,337	27,426,112	33,860,852
TOTAL	4,812,155,687	4,426,638,445	4,360,045,295	3,900,176,493	4,160,500,078

	Orig Mkt Plan	Alt 1	Alt 2
Recurring Savings		\$516,739,542	\$262,850,697
Non recurring savings		\$ 11,985,748	0 (note:see alt 1 c
Average Annual Savings		\$ 27,827,647	\$ 13,834,247
Capital Investments Required		\$ 2,648,811	-\$1,620,646 (see below)
Capital Investments Avoided		-\$15,687,460	\$ 3,605,568
Pay back in years		0.10	-0.12 (Payback is immr and annual savii
Total Capital	\$ 24,777,301	\$ 27,426,112	\$ 23,156,685
Required Investment		\$ 2,648,811	-\$1,620,616
Capital Avoided		\$ 14,390,735	\$ 11,738,953 (For alt 1 see O IBM and for Wac

-808,189

-13,582,546

5,965,050

11985748

6746474 New non-
recurring

-1,296,725

cost sheet)

mediate for alt 2 since change in inv is negative
ngs is positive. Therefore on summary payback is set = to 0.)

ig mkt plan cost sheet. For alt 2 went into
co backed out renovation costs for outpt and ancillary

Step 6, Net Present Value

SUMMARY

New Data Run 10/29/03

20-Nov

Net Present Value	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Reviewed 1: Marlin					
Recurring	-	\$ 14,391,138	\$ 117,463,321	\$ 96,619,699	\$ 96,619,699
Non Recurring	-	\$ 19,318,628	\$ 20,126,817	\$ 20,126,817	\$ 20,126,817
Total	-	\$ 33,709,766	\$ 137,590,138	\$ 116,746,516	\$ 116,746,516
Facility Being Reviewed 2: Waco					
Recurring	-	\$ 71,467,645	\$ 1,501,622,061	\$ 1,186,709,595	\$ 872,239,193
Non Recurring	-	\$ 47,636,894	\$ 59,925,496	67,965,914	\$ 50,515,273
Total	-	\$ 119,104,539	\$ 1,561,547,557	\$ 1,254,675,509	\$ 922,754,466
Receiving Facility 1: Central Texas CBOCs					
Recurring	-	\$ -120,019,758	\$ -265,247,963	\$ -346,509,052	\$ -48,610,556
Non Recurring	-	\$ -2,019,514	\$ -445,789	\$ -7,984,564	\$ -2,497,926
Total	-	\$ -122,039,272	\$ -265,693,752	-354,493,616	\$ -51,108,482
Receiving Facility 2: Temple					
Recurring	-	\$ 232,740,867	\$ -1,104,631,618	-382,905,020	\$ -458,817,747
Non Recurring	-	\$ 122,001,342	\$ 123,298,067	123,298,067	\$ 122,080,856
Total	-	\$ 354,742,209	\$ -981,333,551	-259,606,953	\$ -336,736,891
Grand Total		\$ 385,517,242	\$ 452,110,392	\$ 757,321,456	\$ 651,655,609

Pay Back Period (yrs)				0.59	0.75
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Old Data Run

Net Present Value	Status Quo (Plus capital)	Original Market Plan	100% Contract	Alt 1	Alt 2
Facility Being Studied: Marlin					
Recurring	-	\$ 30,216,514	\$ 117,463,320	\$ 117,463,320	\$ 117,463,320
Non-Recurring	-	\$ 19,318,628	\$ 20,126,817	\$ 20,126,817	\$ 20,126,817
TOTAL	-	\$ 49,535,142	\$ 137,589,507	\$ 137,589,507	\$ 137,589,507
Facility Being Studied: Waco					
Recurring	-	\$ 81,465,184	\$ 1,465,566,219	\$ 1,465,566,219	\$ 877,147,339
Non-Recurring	-	\$ 47,636,894	\$ 59,925,496	\$ 59,925,496	\$ 47,939,748
TOTAL	-	\$ 129,102,078	\$ 1,525,491,715	\$ 1,525,491,715	\$ 925,087,087
Receiving Facility 1: Central Texas CBOC's					
Recurring	-	\$ -119,703,668	\$ -265,247,963	\$ -351,082,576	\$ -43,480,839
Non-Recurring	-	\$ -2,019,514	\$ -445,789	\$ -7,842,566	\$ -747,484
TOTAL	-	\$ -121,723,182	\$ -265,693,752	\$ -358,925,142	\$ -44,228,323
Receiving Facility 2: Temple					
Recurring	-	\$ 261,576,017	\$ -1,104,631,613	\$ -481,170,660	\$ -548,822,268
Non-Recurring	-	\$ 122,001,342	\$ 123,298,067	\$ 108,140,896	\$ 117,913,004
TOTAL	-	\$ 383,577,359	\$ -981,333,546	\$ -373,029,764	\$ -430,909,264
Grand Total		\$ 440,491,397	\$ 416,053,924	\$ 931,126,316	\$ 587,539,007

NAME OF FACILITY BEING
STUDIED

Preferred alternative description and rationale:					
	Status Quo	Original Market Plan	100% Contract	Alternate # 1	Alternate # 2
Short Description:	Inpt and outpt svcs at Waco continue; no inpt psych svcs in Austin or Temple	Inpt and outpt svcs at Waco continue; no inpt psych svcs in Austin or Temple	All services at Waco provided through contract providers	Inpt psych svcs moved to Temple and Austin. Outpt services provided off-campus	Inpt psych svcs moved to Temple and Austin. Outpt services provided on Waco campus
Total Construction Costs		19,237,368	6,507,537	21,664,708	29,918,625
Life Cycle Costs	4,812,155,687	4,426,638,445	4,360,045,295	4,054,834,231	4,160,500,078
Impact on Access	Negative impact for psychiatry services for Austin Submkt and Temple	Negative impact for psychiatry services for Austin Submkt and Temple	Increased access for Austin Submkt	Increased access to inpt svcs for Temple and Austin Submkt veterans; increased access to specialty care for Marlin area veterans; increasec drive time for current Marlin CBOC veterans; increased drive time to access inpt svcs for Waco area veterans;	Increased access to inpt svcs for Temple and Austin Submkt veterans; increased access to specialty care for Marlin area veterans; increasec drive time for current Marlin CBOC veterans; increased drive time to access inpt svcs for Waco area veterans;
Impact on Quality	NHCU and Psychiatry patients are located 40 miles from inpatient med/surg/ICU services	NHCU and Psychiatry patients are located 40 miles from inpatient med/surg services	Difficulty in assuring VHA standards and continuity of care by contract providers	NHCU and Psychiatry patients are colocated with med/surg/ICU services	NHCU and Psychiatry patients are colocated with med/surg/ICU services
Impact on Staffing & Community	No impact	Increase in staffing for psychiatric regional referral center	Negative impact on VA staffing with contracting; positive impact for community providers	Negative impact for those VA staff who must commute additional 30 miles to Temple	Negative impact for those VA staff who must commute additional 30 miles to Temple
Impact on Research and Education	No impact	Psychiatric regional referral center will have positive impact on research and education programs	Negative impact on VA research and education programs	Consolidation of services (med/surg with psych) will increase research and education opportunities such as Blind rehab with ophthal svcs at Temple. Austin Submkt realizes increased opportunities for research/education with UT Med Branch-Galveston and UT-Austin	Consolidation of services (med/surg with psych) will increase research and education opportunities such as Blind rehab with ophthal svcs at Temple. Austin Submkt realizes increased opportunities for research/education with UT Med Branch-Galveston and UT-Austin
Optimizing Use of Resources	Continued high overhead costs associated with maintaining a large campus with underutilized facilities	Improved utilization of resources by expanding mission as psychiatric regional referral center; however, high overhead costs will continue	Savings on maintenance of Waco facility are offset by higher cost of purchasing and coordinating for contracted services	Optimizes use of resources at Temple and Austin; reduction of high overhead costs on Waco campus	Continued high overhead costs associated with maintaining a large campus with underutilized facilities.
Support other Missions of VA	No impact	No impact	Reduction in ability to support other VA missions	No impact	No impact
Other significant considerations					